

IT Manager

Role Summary: The IT Manager is responsible for the leadership of a professional IT staff and the management of various monetary and technical resources assigned to the unit for the purpose of providing support to the unit's customers. The manager is responsible for recruiting, mentoring, counseling, and the disciplining of the employees within the unit. Further, the manager is responsible for the professional growth and development of the unit's staff. The manager may employ a number of strategies for supervising employees and may supervise staff directly and/or occasionally through another manager; day-to-day tasks may be delegated to a self-directed staff. The manager understands technology used in the unit's operations and its role within the enterprise. The manager is responsible for planning and directing activities as appropriate. S/he may be responsible for budget oversight and planning, providing input to higher-level managers regarding direction of work within the unit/s, and participating in the development of strategic direction for the organization. The manager contributes to the development of, and enforces operational standards for the unit.

In DHHS, this role can be found in the central agency (DIRM) division overseeing a specific group of staff specializing in an IT category (Networking, Business & Technology Applications, etc.), or as an IT manager overseeing all IT functions at an institution or division office. In addition to the role described above, these managers are responsible for maintaining the customer relationships within the area of responsibility and in some cases, providing the most complex consultation and problem solving in order to meet the customer's needs.

Competency	Definition
Building Partnerships	Developing and using collaborative relationships to facilitate the accomplishment of work goals. Identifying opportunities and taking action to build strategic relationships between work unit, division or department and other groups (both internal and external) to help achieve goals.
Communication	Clearly conveying verbal, non verbal, or written information and ideas to individuals or groups to ensure that they understand the message. Listening and responding appropriately to messages from others.
Customer Service	Developing and maintains strong relationships with customers by listening and understanding the customer and responding to identified needs.
Resource Management	Allocating resources, plans procurement and oversees budgets and contracts to ensure fiscal stability of the unit or organization.
HR Management (Staff Development)	Hiring, developing and retaining a high-performing workforce.
Strategic Planning Leadership	Building long-range plans to fulfill mission-driven organizational goals. Identifying organizational structures and & systems needed to support identified goals.
Planning/Organizing	Establishing courses of action for self and others to ensure that work is completed efficiently.
Technical Knowledge	Possessing a satisfactory level of technical and professional skill or knowledge in position related areas and keeping up with current developments, trends, necessary equipment, etc. in areas of expertise.
Project Management	Providing oversight for a formal project that establishes a set of tasks and activities associated with an intended outcome and timeline.

Competency	CONTRIBUTING	JOURNEY	ADVANCED
Building Partnerships	<p>Seeks opportunities to build effective working relationships with other people. <i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Consults with IT managers from other facilities on cooperative efforts and strategic direction</i> • <i>Represents division or unit in meetings, conferences, task forces and work groups</i> <p>Builds productive relationships with key individuals and groups – both in and out of agency – to achieve mutually agreed upon goals. <i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Earns, develops, and maintains trust and confidence from customers in execution of responsibilities.</i> • <i>Acts as primary liaison with other IT groups (ITS, etc.)</i> • <i>Maintain credibility of team through communication and quality service delivery</i> <p>Facilitates agreement on each person's responsibilities and needed support. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Ensures cross divisional/team input and collaboration on project design and completion</i> <p>Identifies concerns of other interested parties to find common ground</p> <p>Probes for and provides information to clarify situations and works to overcome barriers.</p>	<p>Exchanges information with existing and potential partners to clarify possible benefits and problems. <i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Assists other IT Managers in the development and implementation of automation plans.</i> • <i>Educates key users in the implementation of IT methodologies.</i> • <i>Provides business partners status reports on pending actions.</i> <p>Collaboratively determines the scope and expectations of the partnership so that all parties' needs can be met. <i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Establishes and maintains extensive close working relationships with professional staff in several areas including state, local and federal agencies and program staff.</i> <p>Anticipates effects of personal or unit's actions and decisions on partners.</p> <p>Influences others to support partnership objectives through sound rationale. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Is a key liaison with state and local and others within division in moving technology agenda forward</i> <p>Seeks and expands on original ideas, enhances others' ideas, and contributes own ideas about the issues at hand</p>	<p>Analyzes the organization to identify key relationships that should be initiated or improved to further the attainment of the organization's goals.</p> <p>Monitors and evaluates the partnership process and the attainment of mutual goals. <i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Maintains IT credibility through working with responsible team in monitoring service, quality requirements and consistency as measures through service agreements.</i> • <i>Provides bridge as necessary in supporting the alignment of technology solutions with business needs.</i> <p>Works with partners to identify common goals and negotiates resources between stakeholders to maximize outcomes. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Serves as an advocate for business divisions/offices within department. Provides leadership in working with IT units for purposes of clarifying functions and follow-through on IT needs.</i> <p>Champions key issues that support common goals among stakeholders. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Is an advocate of special statewide programs/technical needs as outlined in Federal guidelines.</i>

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Communication	<p>Able to convey ideas on routine subjects clearly, both in writing and orally.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Composes technical documents and presentations</i> • <i>Prepares management reports.</i> • <i>Produces and presents technical briefings.</i> <p>Translates technical issues into understandable terms for non-technical user (i.e.non-acronyms).</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Adjusts written and oral communication as appropriate to meet user and staff needs to accomplish desired outcome.</i> <p>Ensures that information gets to the right person within agreed upon time frames.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Completes required reports and distributes by due dates.</i> 	<p>Conveys ideas on non-routine subjects clearly.</p> <p>Explains programs, policies and procedures in language understood by the customer.</p> <p>Ensures that major points follow a logical sequence.</p> <p>Seeks input, listens and checks for mutual understanding; asks for clarification as needed.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Facilitates communication between business and IT staff in order to develop or make modifications to systems or infrastructure.</i> <p>Considers the impact of the message on the organization or customer.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Creates and maintains positive, open communication with customers, management and staff</i> 	<p>Translates advanced technical issues into understandable terms for non-technical users.</p> <p>Uses an effective and approachable style that engages others and builds credibility; persuades and negotiates to build rapport.</p> <p>Provides rationale when delivering complex or challenging information.</p> <p>Selects most appropriate medium when conveying information to large groups; selects appropriate medium to reinforce message.</p> <p>Advises and consults with others to ensure accuracy and appropriateness of communications.</p>
Customer Service	<p>Identifies internal and external customers and responds to their needs.</p> <p>Demonstrates courteous actions and follows the organization's established protocol for customer service.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Provide services within one business day of communication received requiring technical information or follow-up.</i> 	<p>Anticipates, identifies and understands customer's needs.</p> <p>Develops relationships/partnerships with internal/external customers.</p> <p>Identifies options, develops solutions and takes action when responding to customer needs.</p> <p>Remains accessible to the customer when balancing multiple priorities.</p>	<p>Promotes positive customer relationships and mentors others to ensure customer satisfaction and organizational success.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Participates in and provides assistance to DIRM's Center for Excellence.</i> <p>Utilizes trends to proactively address service delivery needs for customers.</p>

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	<ul style="list-style-type: none"> Utilize 24/72 hour rule to respond to all e-mails and phone calls. Follow up on statewide questions within 3 business days. Distribute information to statewide coordinators within 5 business days. Adhere to DHHS Customer Service Policy and guidelines. <p>Accessible to the customer and assures prompt, attentive service by self and staff. <i>Example:</i></p> <ul style="list-style-type: none"> Provides on-call support. <p>Listens carefully and checks for understanding of customer needs.</p> <p>Establishes a positive relationship by demonstrating a sense of urgency in resolving customer issues.</p>	<p>Assesses or checks with customer to ensure solution meets needs.</p>	<p>Develops creative solutions and responds to service needs.</p> <p>Identifies trends that impact service delivery to groups or individual customers.</p> <p>Develops plans to improve service delivery based on customer feedback. <i>Example:</i></p> <ul style="list-style-type: none"> Analyzes department performance data to improve processes and efficiency. <p>Looks for ways to remove barriers to optimize service delivery.</p> <p>Identifies ways to streamline processes/procedures and link resources for efficient and effective customer service.</p>
Strategic Planning /Leadership	<p>Sets organization goals that are specific, measurable, relevant, achievable and time-bound, and that reflect the overall mission.</p> <p>Identifies critical objectives, timeframes, and resources to support the overall mission.</p> <p>Ensures everyone understands the connection between his/her job and organization's mission.</p> <p>Builds trust and teamwork. <i>Example:</i></p> <ul style="list-style-type: none"> Promotes teamwork <p>Models commitment, energy and</p>	<p>Selects strategies and identifies the key tasks and resources needed to achieve objectives.</p> <p>Communicates the organization's mission and goals. <i>Example:</i></p> <ul style="list-style-type: none"> Supports and communicates management initiatives. <p>Sets measurable and achievable results and expectations.</p> <p>Organizes information and data to identify/explain major trends, problems, and causes; compares and combines</p>	<p>Anticipates trends and future changes that represent threats or opportunities and determines an appropriate course of action.</p> <p>Generates and considers alternative options for action to achieve a long-range goal or vision.</p> <p>Develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in.</p> <p>Monitors results and makes adjustments as needed.</p>

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	<p>interaction.</p> <p>Provides direction and checks for understanding.</p> <p>Balances the demands of multiple stakeholders and the delivery of quality products or services</p> <p>Initiates changes within scope of plan to achieve desired outcomes</p> <p>Applies long-term perspective when developing goals</p>	<p>information to identify underlying issues.</p> <p>Identifies and fills gaps in information required to understand strategic issues.</p> <p>Maintains group cohesiveness and cooperation.</p> <p>Helps group process and gain agreement/commitment to ideas, plans or courses of action.</p> <p>Sets good example by modeling enthusiasm, hard-working attitude, competence and quality that they expect from others.</p> <p>Rewards and recognizes employees' contributions.</p>	<p>Develops policies that support long-term goals.</p> <p>Models the vision and values of the organization.</p> <p>Gains others' understanding and commitment to courses of action.</p> <p>Acknowledges concerns of others and responds with empathy.</p> <p>Develops and communicates the vision of challenging goals, growth and progress.</p> <p>Understands and uses appropriate techniques to motivate others.</p>
<p>Staff Development & HR Management</p>	<p>Orients new or recently promoted staff to work of unit, related policies and procedures, including safety and health.</p> <p>Sets specific, measurable and realistic performance expectations for staff.</p> <p>Provides specific ongoing feedback to employees on their performance or competency progress.</p> <p>Assesses and rates employees' performance and competency development.</p> <p>Solicits feedback on employees' performance from multiple sources.</p> <p>Develops staff through coaching and development.</p>	<p>Reviews staff allocations to determine appropriate levels of staff.</p> <p>Recruits staff that meets competencies defined in the job description.</p> <p>Develops recruitment strategies to ensure diverse workforce.</p> <p>Recommends solutions to pay equity issues.</p> <p>Develops interview process that selects candidates based on demonstrated competencies.</p> <p>Recommends pay increases based on competency development.</p> <p>Monitors turnover statistics and tracks trends to identify strategies to improve retention.</p>	<p>Identifies staffing gaps brought about by retirement and turnover and develops strategies to address issues.</p> <p>Addresses pay equity issues when making pay decisions.</p> <p>Identifies long-term goals of organization and promotes development of staff that meets current and future competency needs to meet goals.</p> <p>Makes sound capital resource decisions addressing staffing and training needs.</p> <p>Makes salary decisions and competency pay decisions that fit defined pay factors.</p>

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	<p>Encourages and recognizes employees for achieving outcomes and developing new competency levels.</p> <p>Takes appropriate corrective actions with employees.</p> <p>Provides improvement plans for employees who are not meeting expectations.</p> <p>Understands and appropriately applies HR procedures, regulations, and policies.</p> <p>Reviews job descriptions to ensure currency and accuracy.</p> <p>Contributes to the interview process.</p> <p>Identifies pay equity issues and refers issues to management.</p>	<p>Works with employees to identify individual strengths and weaknesses and recommends developmental activities.</p> <p>Counsels and disciplines employees to resolve employee problems and grievances through formal and informal discussions and procedures.</p>	<p>Implements disciplinary actions adhering to agency's policies and procedures.</p> <p>Recommends changes to HR policies and practices.</p> <p>Develops and implements a strategic retention plan.</p>
Planning & Organizing	<p>Understands objectives and priorities related to activities and tasks. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Reviews and approves project deadlines, schedules and deliverables.</i> • <i>Follows prescribed methodologies and standards for projects and documentation.</i> • <i>Completes tasks without prompts, to maintain compliance with policy and expectation as defined.</i> <p>Recognizes and obtains required equipment and/or materials that are needed to do the job.</p>	<p>Determines project/assignment requirements by breaking them down into tasks. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Plans, guides and implements projects for individual or multiple facilities.</i> • <i>Creates project plans to include gap analysis, team collaboration, communication, feedback, training, maintenance and updating.</i> <p>Sets objectives and prioritizes activities and tasks; adjusts priorities when appropriate.</p>	<p>Identifies critical and less critical activities and tasks; develops timelines and milestones.</p> <p>Sets objectives and clearly prioritizes activities and tasks; adjusts priorities when appropriate. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Negotiates with customers and/or management on resources and realistic schedules.</i> <p>Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts.</p>

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	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Determines, allocates and monitors resources.</i> • <i>Maintains proper levels of computers and equipment for campus environments.</i> <p>Accomplishes tasks within established timelines.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Meets deadlines.</i> • <i>Documents project plans and progress in various presentation formats.</i> • <i>Completes projects and assignments within timelines and expectations and budgets.</i> <p>Understands obstacles/roadblocks; makes alternative plans to ensure timely task accomplishment.</p>	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Balances workload; organizes for optimum efficiency; adjusts when needed.</i> • <i>Establishes priorities.</i> <p>Ensures that required equipment and/or materials are available.</p> <p>Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Works to standardize processes across multiple facilities.</i> <p>Anticipates obstacles/roadblocks and prepares alternative plans to ensure timely task accomplishment.</p> <p>Uses time effectively and does not let distractions interfere with getting the job done.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Follows through on activities and ensures staff understanding of compliance to policy.</i> 	<p>Coordinates long term projects for large research/development projects.</p> <p>Makes significant changes in the organizational structure, methods and procedures to respond to new goals and programs.</p> <p>Develops and approves rules, standards, policies, and guidelines governing quality and quantity of work.</p>
Resource Management	<p>Follows budget guidelines and stays within budget.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Determines budgetary requirements.</i> • <i>Prepares and manages budget.</i> <p>Demonstrates an understanding of state/department budget, procurement and contract regulations.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Reviews contracts/procurement</i> 	<p>Provides rationale for budget expenditures.</p> <p>Explains or justifies budget requests.</p> <p>Makes sound decisions on procurement of equipment, supplies, or services.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Initiates and/or approves purchase of computing /network equipment and software.</i> • <i>Approve/deny IT purchase requests.</i> 	<p>Considers long term impact of financial resources when establishing goals.</p> <p>Holds contractors accountable for identified performance outcomes before renewing contracts.</p> <p>Makes cost and revenue forecasts.</p> <p>Considers the business needs of the organization when requesting state or federal funds.</p>

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	<p><i>documents, documenting as needed within established timelines.</i></p> <p>Keeps detailed records to track expenditures and receipts.</p> <p>Uses appropriate tools to track project expenses.</p> <p>Responds to and meets requests for budget information within time frames.</p> <p>Communicates budget allocations to staff.</p>	<p>Prepares and adjusts budgets as appropriate or directed.</p> <p>Understands and applies financial planning strategies to develop budget. <i>Example:</i></p> <ul style="list-style-type: none"> <i>Develops and maintains budget that reflects strategic planning and efficient use of facility resources.</i> <p>Identifies and monitors cost effective use of resources. <i>Example:</i></p> <ul style="list-style-type: none"> <i>Determines, allocates and monitors resources.</i> <i>Negotiates prices, terms and support contracts with vendors.</i> <p>Monitors performance of contractors</p>	<p>Identifies and uses available information to communicate budget needs to legislature.</p> <p>Demonstrates an understanding of the roles of the department/office, Office of State Budget, Office of Purchasing and Contracts, and the Legislature in the budget process.</p> <p>Writes RFP, IFB, for large scale projects.</p> <p>Identifies, applies and administers funds from alternative sources including grants or federal/state funds.</p>
Technical Knowledge	<p>Performs a variety of tasks/functions in a specialized field using policies and applications that are readily understood. <i>Example:</i></p> <ul style="list-style-type: none"> <i>Understands and adheres to DHHS policy on development and coordination of policies/procedures.</i> <i>Creates and edits basic policies.</i> <i>Distributes DHHS policies/procedures.</i> <p>Provides technical assistance to others by troubleshooting technical problems.</p>	<p>Performs a variety of recurring and non-recurring work that involves related or varying processes.</p> <p>Understands both standard and non standard work processes related to organization objectives. <i>Example:</i></p> <ul style="list-style-type: none"> <i>Maintains knowledge of facility, division and departmental policies/procedures; shares this knowledge with staff.</i> <p>Applies and interprets technical professional regulatory knowledge to complete standard or non standard tasks.</p>	<p>Performs a large number of widely varying and broad functionally diverse assignments that require in-depth analysis and problem solving that uses undefined data sources and weighs impact on the client and the organization.</p> <p>Develops work concepts, policies, and procedures using broad, non-specific administrative guidelines, methods, and procedures. <i>Examples:</i></p> <ul style="list-style-type: none"> <i>Promotes, develops and improves departmental procedures.</i> <i>Develops policies that apply to multiple facilities.</i>

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	<p><i>Examples:</i></p> <ul style="list-style-type: none"> <i>Provides advanced analysis for complex computer applications.</i> <i>Research and test new hardware and software.</i> <p>Takes requests from others to solve problems of limited complexity or refers to appropriate technical experts.</p> <p>Possesses required certification, licensure, educational level and/or experience criteria.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <i>Maintains technical expertise by reading professional publications, books, etc.</i> <p>Meets with vendors to gain an understanding of new products and features.</p>	<p><i>Examples:</i></p> <ul style="list-style-type: none"> <i>Serves as subject matter expert within division providing technical assistance to business partners within agreed upon timeframes.</i> <i>Develops complex multi-tier applications involving data manipulation between disparate systems and databases.</i> <p>Analyzes and determines various courses of action and appropriate services.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <i>Designs, plans and implements large, complex campus networks or computer applications.</i> <i>Performs advanced systems analysis on large campus networks.</i> <i>Performs advanced database administration.</i> <i>Perform system and network audits and analyzes results.</i> <p>Solves unusual problems that require the application of non-standardized and changing data and transactions to determine the best course(s) of action.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <i>Negotiates solutions to issues with vendor supported hardware and software.</i> <p>Possesses and maintains required certification, licensure, and/or educational level and experience criteria.</p>	<p>Serves as a “technical expert” within the work unit, guides, directs and coaches others regarding application and interpretation of technical issues.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <i>Acts as subject matter expert on large projects that affect multiple facilities/divisions.</i> <p>Applies and interprets technical knowledge to resolve unique or highly complex situations</p> <p>Has a thorough and extensive understanding of programs, concepts, and practices in a major field as well as a general understanding of one or more different work fields.</p> <p>Possesses and maintains required certification, licensure, educational level, and/or experience criteria.</p>

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Project Management	<p>Manages projects of medium complexity.</p> <p>Develops project plan, manages milestones and drives project forward.</p> <p>Uses established resources (people, money, rules, materials) to accomplish project completion.</p> <p>Clarifies tasks and schedules to ensure timeframes and deadlines are met.</p> <p>Accountable for keeping project on track. Anticipates project problems and leads collaboration to avoid or manage problems.</p>	<p>Leads complex projects involving staff across specialty areas. Defines goals and scope of project.</p> <p>Identifies necessary tasks and deliverables. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Works on assigned system modifications (requirements, general design, detail design, testing plans, project schedules).</i> <p>Determines project timelines and milestones.</p> <p>Manages project by ensuring that milestones are met.</p> <p>Uses appropriate tools (software, communication, etc.) to manage project.</p> <p>Works with and manages those assigned to project team (where supervisory relationship may or may not exist).</p> <p>Periodically reviews project resources to ensure people, data, and materials are used as intended.</p> <p>Negotiates new or revised project timelines with appropriate people Evaluates success of project and reports outcomes to project stakeholders. <i>Example: Consults with others on technical approaches as required.</i></p> <p>Analyzes unsuccessful outcomes and implications.</p>	<p>Anticipates potential problems or barriers that impact project goals. <i>Example:</i></p> <ul style="list-style-type: none"> • <i>Participates in disaster recovery planning and testing.</i> <p>Collaborates with others to avoid or overcome problems or obstacles.</p> <p>Manages multiple complex projects with far reaching impact (e.g. statewide or cross divisional).</p> <p>Manages multiple complex projects at one time.</p> <p>Works within the formal and informal organizational structure to reach outcome.</p> <p>Networks with key organizational staff that influences outcomes and assists with overcoming obstacles.</p> <p>Solicits and incorporates input and support from project sponsor or champion.</p> <p>Understands at what point to involve legislature, stakeholders, sponsors, partners to ensure milestone/outcomes.</p>

Minimum Training and Experience:

Graduation from a technical school or community college with a degree in information technology, engineering, telecommunications, computer science, or a field closely related to the nature of the position and four years of progressive experience in the field of information technology. Experience in the field of work related to the position's role may be substituted on a year-for-year basis. One year of additional experience is generally required to progress beyond the minimum level.

Demonstrates commitment to growth and development of staff.